



SIGAR

Office of the Special Inspector General  
for Afghanistan Reconstruction

## Lessons Learned Record of Interview

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LL-01				
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LL-01				
<b>Date/Time:</b>				
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Brussels, Belgium				
<b>SIGAR Attendees:</b>				
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<b>Key Topics:</b>				
<ul style="list-style-type: none"> <li>CUAT data – Capability Unit Assessments</li> <li>QMMR</li> </ul>				

### CUAT data - Capability unit assessment

- Four iterations of this measure under the ANSF Quarterly (2011-2013)
- Public rankings regarding if unit is independent/ independent with assistance. Broken down within: political, operational, consistency
  - Ex. ANSF independent, independent with support, etc.
- Introduces bias of who is doing rating; rating someone else's team though means a lot of manpower
- Operational constraints determined how many units could be rated. The units rated every time changed, but the rating was considered valid for 18 months, regardless of who is shifted out of the unit. The strategy was also changing over time in terms of how units were selected. The methodology and definitions also measurements and labels also changed; for example, "independent" versus "independent with assistance."
- People rating didn't really understand what the [rating] categories were. They were trying to get at it, but the improved data later is compared equally and merged with earlier data even though the methodology and definitions changed.
- Later in the war, even as our troops drew down, the 18-month ranking was implemented, even though the situation many have been different
- Carl Levin's staff – ANSF metrics over 4 months [Levin's spreadsheet?]



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### QMMR

- QMMR – Quarterly Metrics and Milestones Reports; came out every 6 months. This serves as the justification to NSC for sustaining ANSF
- POR – Plan of Record; Plan for the ANSF surge
- Why do we need 352,000? How do we measure them? This is QMMR; it shows how data changes each time. Why do you reset the definitions and metrics midstream and how?
- (b)(3), (b)(6), (b)(7)(C)  
[REDACTED]
- Pro gram funding allocated to that was not used.
- Afghan Senior Leadership Protection Program ASLP: Programs for judges protection. Afghan politics - perhaps Afghans wanted “their” people protected; protecting certain people
- Did you consult Afghans to see if this is what they wanted? Were their wants and needs something the US was willing to fund?

### Civilian Expeditionary Work Force and effect of R&Rs

- If you were a government employee before, your position was held for one year
- If you are hired as a non-government employee, you can’t get benefits if you take less than a year. But remember: you’re a civilian, so you can quit whenever you want.
- Your R&R schedule is dependent upon your service. Marines are deployed for 8.5 months with no R&R. Came second half during drawdown.
- Most other military member are on one-year deployments and got R&Rs.
- CEW match to State, more or less
- Civilians’ R&R structure is different, but also under different authorities
- (b)(3), (b)(6), (b)(7)(C)
- Not that the old strategy didn’t work, but they were still ironing out kinks of the old structure. They were implementing a new structure before knowing if the old one does/doesn’t work
- Good people were promoted out of rank for a new job out of their billet before it’s over
- Had to go through Joint Staff to coordinate within itself
- 2009: McMullen brought on
- McCrystal set up PACC, not within a J8er, directly through Chairman.
- Since 2012, not outright dissolving it but mostly staffed by AfPak Hands; being “staffed out” to other J8ers.